

The Mission is the Statement

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Certification Statement

I hereby certify that this paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that the appropriate credit is given where I have used the language, ideas, expression, or writings of another.

Signed\_\_\_\_\_

### Abstract

The problem is that the Awendaw District Fire Department (ADFD) does not have a mission statement. The purpose of this research is to develop a mission statement for the ADFD that will steer the department in a consistent direction as the makeup of the department changes.

Research was conducted utilizing the action research method to answer the following questions: a) How does an organization develop a mission statement?; b) What should be addressed in the mission statement?; c) What do ADFD stakeholders think should be included in the mission statement?; d) Based on the collected data, how should the department mission statement read?

The National Fire Academy's Learning Resource Center was used as the primary location for researching background material on the problem, as well as the World Wide Web. A survey was created and distributed to 35 members of the fire department and six community members (stakeholders) over a six-week period.

There was inadequate data collected to create a mission statement for the department but enough to provide an action plan for re-evaluating the steps needed to gather additional input from members of the department and its stakeholders.

The recommendation for the department is for the fire chief to conduct interviews with members of the department and then to form small focus groups that will draft a mission statement to include input from stakeholders.

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## Introduction

Generations come and go; time passes, and ultimately organizations change with both. Every organization at one point or another in its existence has been affected by change. With those changes come different beliefs and values held by employees and their organizations. For organizations to remain productive and survive the inevitable change that time brings, they must develop a mission statement, which will provide direction for the organization, and one that defines the “[reason for being]” in existence (Goldstein, Nolan, & Pfeiffer, 1993, p. 170).

The problem with the Awendaw District Fire Department (ADFD) is that it does not have a mission statement. The purpose of the research is to develop a mission statement for the ADFD that will keep the department on a consistent path as the makeup of the department changes.

To find a solution to the problem an action form of research was conducted to answer the following questions:

- How does an organization develop a mission statement?
- What should be addressed in the mission statement?
- What do ADFD stakeholders think should be included in the mission statement?
- Based on the collected data, how should the department mission statement read?

### Background and Significance

Awendaw District Fire Department is a consolidated fire district that encompasses two towns and three special purpose tax districts along the coast of South Carolina, 12 miles northeast of Charleston, S.C.

U.S. Highway 17 runs through the middle of the response area and a large majority of that is surrounded by the Sumter Francis Marion National Forest.

The department was founded in 1980 because of a fire fatality in the community. In 1984, it was brought under the management of Charleston County government where it remains today. The department has 23 full-time firefighters and 12 paid on-call firefighters operating out of six fire stations with a staffing level of only one or two persons per station.

There have only been four fire chiefs since the department's founding and several different forms of policies and procedures implemented to provide direction for day-to-day operations. At no point has there been a mission statement for the fire department. The County of Charleston developed a mission statement for county government as a whole, but not one that encompassed the beliefs and values of the fire department.

The department has seen an increase over the past 10 years in personnel, and a decrease in response area because of annexation by an adjoining town, Town of Mount Pleasant, S.C. The change in personnel by either turnover or newly created positions has brought a change in the beliefs and values of the department's employees. As a result, there is inconsistency and every department member doesn't necessarily work toward a common shared goal. The department is made up of firefighters from three generations and the average age is 36 years. The department operates with three battalions that are on 24-hour shift

rotations. Each shift plays an intricate part in the department as a whole, but often acts as a separate fire department operationally and administratively. Firefighters often work on other shifts where the culture may be different from their assigned shift, which has led to confusion in responding to incidents, knowledge of the capabilities of the department's resources, even to include what and how department documentation is completed. The shifts often operate based on an individual's culture and as small collective groups.

Confusion as to how the department operates administratively and in what direction the organization as a whole is heading occurs quite frequently as well. This may be due to the generation gaps and the culture clashes from the three battalions operating separately and not as one collective department with one vision.

Part of the Executive Fire Officer Program (EFOP) at the National Fire Academy (NFA) is to mold future leaders and managers to continue building their departments. Awendaw District Fire Department has firefighters in its ranks with the motivation and dedication to improve the department, but they're without a clear consensus path to nurture those qualities. To provide a path for this motivation to follow and a process for their dedication to develop the fire department to its next level, it is imperative to have a vision that represents the beliefs and values of the department and its stakeholders. This development of a mission statement in part helps form the mold for these future leaders and managers of the Awendaw District Fire Department.

The development of a mission statement is also a reflection of one of the United States Fire Administration operational objectives. Goal 5: Objective 5.1: "Maintain a positive work

environment to ensure the organization's well-being and productivity" (United States Fire Administration [USFA], 2009, p. 15).

### Literature Review

All organizations must have a mission statement that defines the purpose for its own existence, [reason for being], one that is used as a valuable tool when making decisions (Knapp, 1992; Chiaramonte, 2004; Goldstein et al., 1993). Historically the basic mission statement that fire departments have operated under is the premise that they were there *to protect life and property* (Hoffmann, 1991). However, with time and technology, fire departments must make changes that better reflect their organizations at present day. Hoffman (1991) also stated "The mission statement can be compared to the top of a pyramid- it is the capstone of the organization. It states why the fire service delivery system exists and provides for all of the department's goals and objectives" (p. 57).

The research also showed that when formulating a mission statement, an organization must allow input from within inside its structure from all levels. The mission statement must represent everyone in the organization (Blanchard & O'Conner, 1997). Each employee may personally have a difference in their individual values, which can have an effect on their belief of what the organization's values are, or should be, but Blanchard & O'Conner also believed the collective group must find a correlation between all those differences and reach a consensus to what is best for the organization as a whole.

According to Simpson (2007), leaders struggle to find an atmosphere that allows employees to harness their "energy and factions" toward the goals of the organization as a whole (p. 121).



Providing a choice to decide what values best represent each employee collectively can have an effect on the everyday decision-making process (Blanchard & O'Conner, 1997).

Blanchard & O'Conner also states when employees know that their values are a part of the organization, it only reinforces the positive outcome of gathering support for moving the organization forward. Goldstein et al. (1993) showed similar thoughts with the belief that any attempt to develop a mission statement without input and widespread support will always be met with resistance. Blanchard & O'Conner (1997) felt this could be in part because of the lack of ownership that they personally have invested in the mission statement.

The resistance of buy in could be seen in the mission statement for the Rocky Flats Fire Department in Colorado. The development of the department's mission statement only involved the fire chief and battalion chiefs with no input from firefighters; "Our statement looked good hanging on the wall of the fire station; however, it had no real meaning to anyone in the department" (Parker, 2000, p. 11).

Goldstein et al. (1993), believed when developing a mission statement, an organization must answer four primary questions. The first of four asks: "What function(s) does the organization perform" (p. 170)? Hoffmann (1991) believed you must first determine what else your fire department does beside the historical statement of to protect life and property. According to Knapp (1991), the first step is to determine your purpose. Blanchard & O'Conner (1997) felt the first step in developing a mission statement is for the head of the organization to determine what he or she believes the mission and values are for their organization. He or she must then involve the participation of upper management to review and provide suggestions or their own values. Both processes are similar in that they provide direction for a final product

but Blanchard & O'Conner's is more specific in who determines the function of the organization. It's also recommended that the head of the organization remove himself or herself from the process in order to eliminate any possible distraction to upper management that would prevent them from expressing their true feelings (Blanchard & O'Conner, 1997). The authors also suggest an outside facilitator attend the first meeting of upper management to provide direction and assist the group in developing its own mission and values.

The second question Goldstein et al asks is: "For whom does the organization perform this function?" (p. 170). A different approach is suggested by Hoffmann (1991), who believes the focus should be on who performs the function for the organization. Blanchard & O'Conner do not directly suggest that the head of the organization and upper management discuss for whom they perform their function but that the head of the organization and upper management must meet and prioritize those values developed by both parties. From there, the remaining work force, using a small group structure, should provide feedback which could possibly reveal the answer to Goldstein et al's second question.

Goldstein et al's third question asks: "How does the organization go about filling this function?" (p. 171). According to Hoffmann (1991), strategy and tactics should be used in deciding how to handle an organization's added responsibilities and should incorporate facts and members' experience. Goldstein et al's fourth question asks: "Why does this organization exist?" (p. 171). This fourth question of Goldstein et al's, according to Hoffman, has traditionally been to protect life and property (Hoffmann, 1991).

Blanchard & O'Conner's (1997) research showed that the employees must be "genuinely enthusiastic about their company's department's mission and values. Unless they can link them

to their actual work lives, they're meaningless" (p. 57). Blanchard & O'Conner found this could be determined by answering three questions before the process is moved from the small group to the final stages.

- Do they see the mission and values as guidelines they can identify with to sustain pride in the company?
- Do the mission and values truly provide a basis for daily communications and decision making throughout the organization?
- Do the mission and values provide a new set of rules of the road for allocating resources and solving task and people problems (pp. 57-58)?

The feedback from the small group is then collated and revisions made if required. The buy in will be greater by the employees if the final statement includes any suggestions they may have given. The final step in the process is asking for input from stakeholders of the organization. The researcher then says, "You have to synthesize it" (Blanchard & O'Conner, p. 59).

The research showed that Welser (1993), had similar views in that a mission statement cannot be forced on an organization from a higher authority and be considered a workable mission statement. Firefighters take certain risk without asking why, but in present day, it's a general rule for leaders not to put firefighters' lives at unnecessary risk. Welser (1993), felt the epic poem by Alfred Tennyson best described the fate of a mission statement which is created by the leadership and handed down to be carried out with no buy in. The poem, *The Charge of Light Brigade*:

Forward, the Light Brigade!

Was there a man dismayed?

Not tho' the soldiers knew someone had blundered:

Theirs not to make reply,

Theirs not to reason why,

Theirs but to do and die:

Into the valley of Death

Rode the six hundred. (p. 92)

The research into the body of a mission statement showed that it should reflect the responsibilities of an organization (Hoffmann, 1991). It also showed that it should provide a description that reflects the "principles and focus of an organization and its members" (Simpson, 2007, p. 121). This is evident in mottos for organizations like Ford's "Quality is Job One" (Parker, 2000, p. 121). To be successful as described above, an organization's mission statement must leave the reader with an impression of what they do and why they do it, and at the same time, should be consistent with their actions as a whole (Simpson, 2007). For it to leave an impression on the reader, it must be short and in understandable language. The mission statement should sum up a condensed view of the tasks, values and motivators of the organization and not just a fancy slogan with the department's Standing Operating Procedures incorporated into it. It should also involve the community's needs (Welser, 1993).

A different point of view is seen in Barr & Eversole (2003), where direction is what the mission statement should have in it-not a systematic process of how to accomplish an organization's goals and objectives, but to point the organization in its chosen direction it. According to Mozingo (1994), the principal core values of an organization must be in the

mission statement because they are what points the organization in the right direction and provides its purpose. Chiaramonte (2004), felt values “affect what your department can or can’t do and how the department sees itself” (para. 6).

Hoffmann (1991), states the functions performed as an organization should be included in the mission statement and that the organization must determine how it will carry out those functions and make changes accordingly so they are met. It is similar to tactics on the fire ground where the incident is always evolving and decisions are being made that require changes to the overall goal that is set at the beginning of the incident.

It seems evident based on the research that the values and functions of an organization and the direction it’s headed in should make up the body of a mission statement. Mozingo (1994), had a different point of view in that “a mission statement needs to address the various aspects of a person’s responsibility” (p. 50). “ It should address the following as related to the employees and the customers:

- Economic well being
- Quality of life
- Acceptance and love
- Challenges and growth
- Purpose and meaning
- Fairness and opportunity
- Life in balance and stakeholders (who it affects).” (Mozingo, 1994, p. 50)

To have a mission statement that reflects the above research is positive, but for an organization to understand its direction and purpose, the employees must actually understand

what the mission statement means based on the interpretation of the terms that are used.

Everyone must interpret the terms the same way for the mission statement to be a success. A glossary of the terms that make up the mission statement can better aid employees in defining the vision held by the organization and allow them a greater chance for success. (Parker, 2000). This belief is supported by Aurnhammer (2002), who said “Try to avoid using scientific information...because anecdotal information is a more powerful tool and easier to understand than statistics and technical jargon” (para.1).

“The mission statement should be achievable... must reflect the values, beliefs and philosophy of operations of the organization. The wording of the mission statement should help it serve as an energy source and rallying point for the organization” (Goldstein et al., 1993, p. 188).

The research on this subject revealed consistent information into the development and crafting of a mission statement. The information cited in the literature review was used in developing a survey to gather input into the development of a mission statement.

### Procedures

An action research methodology process was used in the creation of a written action plan for a mission statement that would represent the department and its stakeholders. The process involved research into the problem through a literature review that provided insight into methods and steps for gathering information and formulating an action plan. A majority of the literature researched was compiled from the National Fire Academy, Learning Resource Center during two trips to the NFA in February 2010 and April 2010. Research was conducted by reviewing periodicals, journals, and EFO papers contained within the library. An online chat

with a former fire chief was done to gather a history on the department. A review of electronic sources was also conducted using the World Wide Web.

From the findings on the material researched and the politics of the department, it was determined the most effective way to gather information while at the same time receiving buy in from the department was to use a survey sample. The survey was created using a similar survey from an EFOP applied research paper as a template (Hoover, 1998). This survey can be reviewed in Appendix A. The four questions on the survey were based on the findings in the literature review and the information needed to begin the development of the mission statement.

The survey did not provide options to choose from, but required individual answers for each question. The survey consisted of four questions with two of those asking for five answers each. The purpose for not providing options to choose from allowed for original input from those completing the surveys and was beneficial to the buy in that would be needed for a document that would represent a majority of the department. This style of data collection also allowed for original input rather than choosing what could be a different belief, value or philosophy of someone else's, which would provide greater value as discovered in the literature review.

The first of two surveys was e-mailed to 33 members of the fire department with the exception of two which were hand delivered. The total membership that received the first survey was 35. The directions for completing them asked for the members to e-mail completed surveys back to the researcher. The directions for the hand delivered surveys were for them to be delivered back to this author at Fire Station 2.

The six stakeholders who received a survey were chosen based on the interaction they've had with the fire department and/or its members. Those six consisted of a mayor and a town administrator from two of the towns covered by the department, as well as two business owners and two residents. All the stakeholders represented the department geographically and demographically. All the surveys distributed to stakeholders were hand delivered with directions to return them in the attached self addressed stamped envelope. (See Appendix B) The reason for limiting the stakeholders to six was the span of control. Generally the span of control is three to seven people per supervisor. The fire department membership exceeded the span of control but it was felt that they could be managed more efficiently in the small group setting through the chain of command structure that was in place

The surveys were distributed without a deadline for completing and returning them. The purpose for this was to measure the personal interest of all those involved, primarily the fire department. This would also allow for a measurable result of the method that was chosen for gathering feedback.

A cutoff at the end of three weeks was decided upon by this author, but not announced to those receiving the survey. The same survey was e-mailed out at the end of the first three weeks using Surveymonkey.com. This survey link was e-mailed to 34 members of the fire department and no stakeholders. The stakeholders were not involved in the online survey due to the logistics of not having e-mail addresses for the six participants. At the end of the second three-week period, the online survey was configured to no longer receive entries.

To maintain an objective data set, no reminders were e-mailed or verbally given at any point during either survey to remind people to complete them.



## Results

The results of the survey were gathered and calculated separately based on returns from department members and stakeholders. The percentage of department members who returned the e-mailed survey, to include the two that were hand delivered, was 11%. The percentage of members who completed the online survey was 23%. The percentage of stakeholders who returned surveys was 16%. One stakeholder did return the survey in the fourth week, but it was not used in the statistical analysis so the research would be valid.

The surveys were separated by the manner in which they were distributed and the results can be reviewed in (Appendices C-E).

The surveys were also broken down based on the frequency the answers were used in each of the three surveys.

In question one of the e-mailed survey (Appendix C), the phrase “protect life and property” was mentioned by three out of the four who answered. In question one of the online survey (Appendix D), the phrase “protect life and property” was mentioned three out of eight answered. Question one of the stakeholder survey (Appendix E), the phrase “protect life and property” was the only one mentioned out of one answered.

The second question was 100% among all three surveys.

In question three of the e-mailed survey (Appendix C), the following words or those similar in meaning were used more than one time out of 20 answers.

- Honesty 3
- Integrity 2
- Pride 2

- Professionalism 2

In question three of the online survey (Appendix D), the following words or those similar in meaning were used more than one time out of 34 answers.

- Honesty 2
- Integrity 2
- Compassion 2
- Pride 7
- Comrade 3
- Well Trained 3
- Trust 4

In question three of the stakeholder survey (Appendix E), the following words were used one time out of one answered.

- Work Ethic
- Integrity
- Caring
- Honesty
- Good Communication Skills

In question four of the e-mailed survey (Appendix C), the following words or those similar in meaning were used more than one time out of 20 answers.

- Customer Service 3
- Property Conservation 2
- Fire Prevention/Education 6

In question four of the online survey (Appendix D), the following words or those similar in meaning were used more than one time out of 37 answers.

- Fire Suppression 8
- Emergency Medical Services 7
- Rescue 6
- Fire Prevention/Education 8

In question four of the stakeholder surveys (Appendix E), the following words were used one time out of one answered.

- Save Lives
- Assist in Emergencies
- Minimize Property Damage
- Accident Prevention

### Discussion

Four questions were asked at the introduction of this paper.

1. How does an organization develop a mission statement?
2. What should be addressed in the mission statement?
3. What do Awendaw District Fire Department stakeholders think should be included in the mission statement?
4. Based on the collected data, how should the department mission statement read?

A review of the literature revealed a multitude of information about what is needed and who should be involved in creating a mission statement. The research showed many authors believed, like Goldstein et al. (1993), that, “any attempt to develop a mission statement

without congruence with desired organizational values will likely meet with considerable resistance...” (p.170). This researcher followed the same philosophy which was the reason for using the chosen style of survey in an attempt to reach agreement. Since there are no present values in place specifically for the fire department, it was important to determine those of its membership.

According to Simpson (2007), leaders struggle to find an atmosphere that allows employees to harness their “energy and factions” toward the goals of the organization as a whole (p. 121). This statement could explain one possible reason for the lack of participation that was seen in the department’s results. The department rarely provides for this type of input, and when it does, it normally doesn’t follow through with the ideas, suggestions or recommendations that were offered. When they are followed through, pressure from the shift subcultures forces the change back to the previous state.

The actual systematic process for gathering the data was not revealed in the reviewed research. Nor did it reveal how to achieve buy in at the beginning stages of the process, just that everyone needed to be included in it. There were suggestions in the research that could lead the reader to believe that the members of an organization must want to change and participate in that change. Blanchard & O’Conner (1997), stated, “the employees must be genuinely enthusiastic about their company’s mission and values” (p.57). This research showed the department’s members and stakeholders did not appear to be genuinely enthusiastic about the whole process of crafting a mission statement. This was evident and could be a second possible reason for the participation rate.

Another possible reason could be the culture and subcultures that are described in the introduction. This could even include the dislike of this author by fellow employees and the resentment being reflected by their non-participation in the survey.

A final possible explanation could be due to the validity of the survey. Some survey answers reflect a lack of knowledge of the words that were used. The first question asked what the perceived mission of the department was and some participants answered it as what the mission statement should be. The terms value and function appeared to be misunderstood by some participants as well.

A fourth survey with a stated deadline or individual interviews may be required to gather a more valid data set.

The results of the surveys mirrored the majority of the research into what should be addressed in a mission statement. Historically the basic mission that fire departments have operated under is the premise they are there *to* protect life and property (Hoffmann, 1991). This was a popular belief according to the reviewed literature and apparently still is in the Awendaw District Fire Department, based on the 53% that stated to protect life and property was their perception of the mission of the department.

“The mission statement should be achievable...; must reflect the values, beliefs and philosophy of operations of the organization” (Goldstein et al., 1993, p. 188). This was found to be true in this research based on the results from the repetitive values that are listed in (Appendix D).

As far as what the stakeholders think should be in the mission statement, this was found to be inconclusive because of the limited data set that was collected. “The final step in the

process is asking for the input from stakeholders of the organization” (Blanchard & O’Conner, 1997, pp. 57-58). This step in the process is similar to what was stated before about members of an organization. The literature review covered the influence that a stakeholder should have in the development of a mission statement, but how to specifically gather that information was not discussed.

The one survey that was returned by a stakeholder after the three-week period had similar answers with the two data sets from the department.

The final question of the four cannot be answered completely with validity because of the data that exists. However, the shortcomings do show a consensus of beliefs and values that exist in the department among part of the membership. Based on the data, the mission statement should be built on the premise that the department exists to save life and property when responding to fire and EMS emergencies. It should also contain words like honesty, integrity, pride, professionalism and compassion as well as the tasks of fire, EMS, rescue, public education, fire prevention and customer service.

The mission statement should also be framed into a short representative document that can be cited by memory. The data collected overwhelmingly confirmed that the mission statement needed to be short enough to remember.

During the research of this topic, it was discovered that the chief of the department had created a mission statement in 2006, but never released it to the membership. A copy can be found in Appendix F. As seen in Appendices G and H the mission statement changed twice in 2010. Even though it was changed; it has still not been released to the department.

#### Recommendations

Members of an organization, whether it's the employees, management, or stakeholders, want to succeed while working to accomplish a task in some form of harmony. One possible way for this to occur is through a mission statement that guides an organization through its mission and provides a framework for the day-to-day operations.

The Awendaw District Fire Department has shown that there is some form of pride and compassion to succeed in its mission while in harmony. The only problem is that the department does not have a set mission, purpose or direction with the exception of protecting life and property that is based on historical meanings. From this research, it has shown the mold needs to be formed before it can be poured. A representation of the organization is ready to take the leap forward in the right direction, but needs the remaining members to follow in belief that they are being led towards success.

Based on the research and survey results, this author would recommend the department begin with individual interviews of every member of the department and the completion of a value scan. Based on the small data sets that were collected during this research and to determine if the organization and stakeholders are truly invested to change, a one-on-one approach is the best way to measure this objectively. The best person for this type of sampling is the chief of the department. This method will show the fire chief is invested in this document and is seeking their input. The next step would be for each of the three shifts and volunteers (who are the volunteers?), in separate focus group settings, to review the value scan and form a shorter list. From this point in the process, a single small focus group to include the chief of the department would begin the process of creating the department's mission statement with the consensus of the focus group. Before the final draft, a group of 10 stakeholders should be

interviewed, provided a copy of the draft mission statement and allowed to provide input.

These suggestions should then be taken back to the focus group for final revisions to the draft.

Then the focus group along with stakeholders should release the mission statement to the department as a group. This would strengthen the investment that has been made by the organization and its stakeholders.

One decision that will be made which will either make the document a success or a meaningless waste of paper will be the dynamics of the focus group that creates the final draft. The group cannot be made up of a single subculture from within the department. The chief must allow the membership to determine whom they want to represent them and their values, morals and beliefs.

The research has shown that the Awendaw District Fire Department must move forward with the completion of this mission statement. The department is at a fragile point in its history of increasing manpower while facing budget cuts and loss of revenue from annexation. There needs to be a path to follow that remains consistent with the beliefs and values of the organization, its stakeholders and its membership to survive the ever changing wheels of time.



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## Appendix A

**Awendaw District Fire Department Mission Statement Survey**

1. What is your perception of the mission of Awendaw District Fire Department?
2. Is it important to have a mission statement that is short enough for every member of the department to remember?

Circle One

Yes

No

Unsure

3. List what you think are the top five values you feel should exist in the fire department.

1) \_\_\_\_\_

2) \_\_\_\_\_

3) \_\_\_\_\_

4) \_\_\_\_\_

5) \_\_\_\_\_

4. List the top five functions you think the fire department performs.

1) \_\_\_\_\_


2) \_\_\_\_\_

3) \_\_\_\_\_

4) \_\_\_\_\_

5) \_\_\_\_\_

## Appendix B

<p>Peter Rogers Battalion Chief progers@charlestoncounty.org</p>	<p>Awendaw District Fire Department</p>  <p>ISO Class 6</p>	<p>Office 843-928-3000 Fax 843-928-3155 Mobile 843-514-5536 6384 Maxville Road Awendaw, SC 29429</p>
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Dear Customer,

Thank you for taking the time to read this request, and I hope you're commitment in providing the input needed by your Awendaw District Fire Department. My name is Peter Rogers and I am a Battalion Chief with the department. I am presently working on an Applied Research Paper for the Executive Fire Officer Program at the National Fire Academy in Emmitsburg, Maryland.

My research is on creating a mission statement for the department, and I need your assistance as a 'stakeholder' in meeting the goal of creating such a document.

If you would, please complete the attached survey and return it in the provided self addressed envelope.

Again, thank you for your support!

Peter Rogers



Battalion Chief

## Appendix C

## Awendaw District Fire Department Mission Statement 'Email' Survey Results

1. What is your perception of the mission of Awendaw District Fire Department?

Total Respondents 4

1. The mission of the Awendaw Fire Department is the protection of life and preservation of property. To promote fire safety and awareness thru out Awendaw Fire District and Charleston County.
2. To protect and serve the fire district of Awendaw
3. Community Service and Protection, Customer Service
4. Serve the community and protect property

2. Is it important to have a mission statement that is short enough for every member of the department to remember?

Total Respondents 4

Yes 100%



4. List what you think are the top five values you feel should exist in the fire department.

Total Respondents 4

1. Life Safety
2. Honesty
3. Integrity
4. Sympathy
5. Versatility
6. Pride
7. Professionalism
8. Honesty
9. Respect
10. Team
11. Honor
12. Pride
13. Integrity
14. Professionalism
15. Motivation
16. Brotherhood
17. Safety
18. Education
19. Leadership
20. Cooperation

4. List the top five functions you think the fire department performs.

Total Respondents 4

1. Community Service
2. Property Conservation
3. Fire Prevention
4. Fire Education
5. Adaptation
6. Property Conservation
7. Life Safety
8. Public Education
9. Employee Education
10. Communication
11. Community Protection
12. Community Support
13. Customer Service
14. Public Education
15. Fire Prevention
16. Fire Suppression
17. Emergency Medical Services
18. Rescue
19. Public Education
20. Training

## Appendix D

## Awendaw District Fire Department Mission Statement 'Online' Survey Results

1. What is your perception of the mission of Awendaw District Fire Department?

Total Respondents 8

1. To respond to fire and medical-related emergencies primarily, while providing general assistance to the public secondarily.
2. It is the mission of Awendaw District fire Department to preserve life and property, promote public safety through fire prevention and education to the members of Charleston County and its visitors.
3. It addresses the services we provide, the employees and citizens' safety.
4. We are trying to better our department in some area and other we are not doing anything. But overall is going as well. No department will every be on top because there is so many subjects that need to be updated and every day a new one come up.
5. To serve and protect the community and its visitors.
6. To save / preserve lives and property of the Awendaw District Fire Department.
7. To serve the members of the community by providing quality fire protection and first responder services.
8. It changes

2. Is it important to have a mission statement that is short enough for every member of the department to remember?

Total Respondents 8

Yes 100% 

3. List what you think are the top five values you feel should exist in the fire department.

Total Respondents 8

1. Professionalism
2. Honesty
3. Integrity
4. Accountability
5. Compassion
6. Pride
7. Camaraderie
8. Self Control
9. Safe working environment
10. Dedicated employees
11. Well trained employees
12. Compassionate employees
13. Diverse employees
14. Brotherhood which has been lost in every thing and every where. Training, dependability, common sense, and determination to do the best you can with what you can.
15. Number one value in anything is family first.
16. Comrodery
17. Integrity
18. Responsibility
19. Selfless service
20. Trust
21. Honesty
22. Pride
23. Well trained
24. Hard working
25. Dept pride
26. Trust in people you work with
27. Trust in the people above you
28. Good work ethics
29. Good community relations.
30. Pride
31. Ownership
32. trust
33. Commitment
34. Services



4. List the top five functions you think the fire department performs.

Total Respondents 8

1. Responding to Fire-related emergencies
2. Responding to Medical-related emergencies
3. Public Awareness/Prevention
4. Disaster Emergency Response
5. Public Service
6. Fire Suppression
7. Emergency Medical Services
8. Rescue Operations/Services
9. Training
10. Public Fire Prevention
11. Fire Suppression
12. Auto Extrication
13. Medical First Responder
14. Wildland Fire Suppression
15. Public Education Services
16. Fire Suppression
17. Fire Prevention
18. Safety
19. Anything to protect our community, county and the people who passes through it.
20. Preservation of life
21. Fire Prevention
22. Public Education
23. Preservation of property
24. Emergency Medical Services
25. Fire
26. Rescue
27. Public service
28. Medical First responder
29. Fire Suppression Activities
30. Search and Rescue Activities
31. Community Fire Education
32. First responder (Medical Stand Bys) for large events in the fire district
33. Emergency Medical Calls
34. Fire Prevention
35. Fires
36. Motor Vehicle Accidents
37. Public Events

## Appendix E

## Awendaw District Fire Department Mission Statement 'Stakeholder' Survey Results

1. What is your perception of the mission of Awendaw District Fire Department?

Total Respondents 9

1. To protect Awendaw citizens and property.

2. Is it important to have a mission statement that is short enough for every member of the department to remember?

Total Respondents 1

Yes 100%

3. List what you think are the top five values you feel should exist in the fire department.

Total Respondents 1

1. Work Ethic
2. Integrity
3. Caring
4. Honesty
5. Good Communication Skills

4. List the top five functions you think the fire department performs.

Total Respondents 1

1. Save lives
2. Assist in emergencies
3. Minimize property damage
4. Accident prevention

## Appendix F

## Awendaw District Fire Department Mission Statement

**Mission:** It is the mission of the Awendaw District Fire Department (ADFD) to preserve life and property, promote public safety, safeguard the well-being of its employees, and foster economic growth through leadership, management, and actions as an all risks fire and life safety response provider.

“A tradition of excellence” because of the “courage to act”.

The Awendaw District Fire Department upholds a vital part of the community’s threshold of risk by maintaining an effective response force for fire control, first responder medical care, hazardous materials response to the operations level, rescue, and disaster response services. The following are the department’s priority expectations:

Be a healthy a well trained fire force that operates safely while utilizing state of the art apparatus and equipment.

Encourage that services be called early during an emergency incident to utilize a strong and aggressive initial attack on fire and hazardous materials incidents to stop the incident when it is small, before a fire reaches flashover, or a hazardous materials release escapes containment to affect downwind and down stream population and environment.

Develop an effective response force made up of all Awendaw District Fire Department forces plus support from Charleston County Rescue Squad and mutual aid from the other fire departments in the county for incidents that reach flashover or other type of incident that escape confinement or affect downwind/down-stream populations. The department will command and control operations and use the capacity of the engine and ladder companies capabilities to implement an organized and effective attack on the fire or other incident to bring it under control before it reaches catastrophic conditions.

Provide first responder emergency medical care during the first minutes following a cardiac, trauma, or other medical emergency; the department services provide for basic life support skills working directly with Charleston County EMS in the field.

Provide rescue/extrication services for victims of a vehicle accident, perform specialized search and rescue for missing and over due boaters. The department will request mutual aid assistance with other technical rescue type incidents from departments that have the capability to perform them.

Promote community risk reduction by using prevention and mitigation efforts when inspecting, site plan review, letter of coordination, and during events where the public may be approachable and receptive to fire prevention information hand outs.

The Awendaw District Fire Department is committed to providing the best possible emergency services to protect the life and property of the citizens it serves. The department is also dedicated

to providing community based programs that enhance the social fabric of Awendaw Fire District. The Awendaw District Fire Department supports the mission of Charleston County Government and follows the ethics and values established by County Council. The department is proud of its history of ethical and well-guided services to the community.

## Appendix G

### Awendaw District Fire Department Mission Statement

Mission: It is the mission of the Awendaw District Fire Department (ADFD) to preserve life and property and protect the environment, promote public safety, safeguard the well-being of its employees and citizens, and foster economic stability through leadership and management as an all hazards fire and life safety response provider.

## Appendix H

### Awendaw District Fire Department Mission Statement

Mission: It is the mission of the Awendaw District Fire Department (ADFD) is to preserve life and property and protect the environment from manmade and natural disasters, promote public safety, safeguard the well-being of its employees and citizens, and foster economic stability through leadership and management as an all hazards fire and life safety response provider.